



# Practice Overview

**Strategy and Deal Sourcing across Health & Wellness**

# Service Offering

Healthy Growth Advisory is a strategic partner to investors and companies pursuing investment, acquisition, and growth opportunities across Health & Wellness.

# Client Success

## Snapshot of Prior Clients

### Investors



Charlesbank



### PE-Backed Companies



PrecisionNutrition

MDVIP



### VC-Backed Companies



OSHI HEALTH®

talkspace

zoe

## Snapshot of Client Outcomes

- ▶ Sourced 30 acquisition targets for a PE-backed health education leader, resulting in 9 data rooms and 2 accepted LOIs
- ▶ Sourced 35 investment opportunities across Health & Wellness for an Angel investor, deploying \$14M of capital
- ▶ Sourced 28 potential acquirers for a VC-backed sleep telehealth company, resulting in 11 data rooms and 1 accepted LOI
- ▶ Identified & screened 20 sectors across Wellness and Longevity for a middle market PE firm to create entry strategies and discover actionable targets
- ▶ Identified and prioritized portfolio expansion opportunities for the executive team at a VC-backed mental health leader, resulting in the strategic acquisition of a new business unit

# What My Clients Say

"In short, Teddy is awesome. Working with individuals as talented as he has been rare both personally and professionally over the past 20 years. His particular collection of values and capabilities is truly uncommon in the financial world. I relied on Teddy as a sounding board, thought partner, and coach."



**Tim Jones**  
Chief Executive Officer  
Precision Nutrition

"Teddy does outstanding work - thoughtful, comprehensive, strategic, efficient - leveraging his industry expertise and consulting background. On top of that he is very responsive, proactive, and a pleasure to work with."



**Rob Klapper**  
Chief Executive Officer  
Empowered Education

"Teddy has proven to be an invaluable partner in thinking through growth prioritization. He is extremely organized, smart and resourceful. He is passionate about health and wellness and very special to partner with someone who really understands and supports your mission."



**Christine Barone**  
Chief Executive Officer  
True Food Kitchen

# Health & Wellness Focus

## Core Focus Areas – Proactive Human Health

**Nutrition**

**Sleep**

**Exercise**

**Relationships**

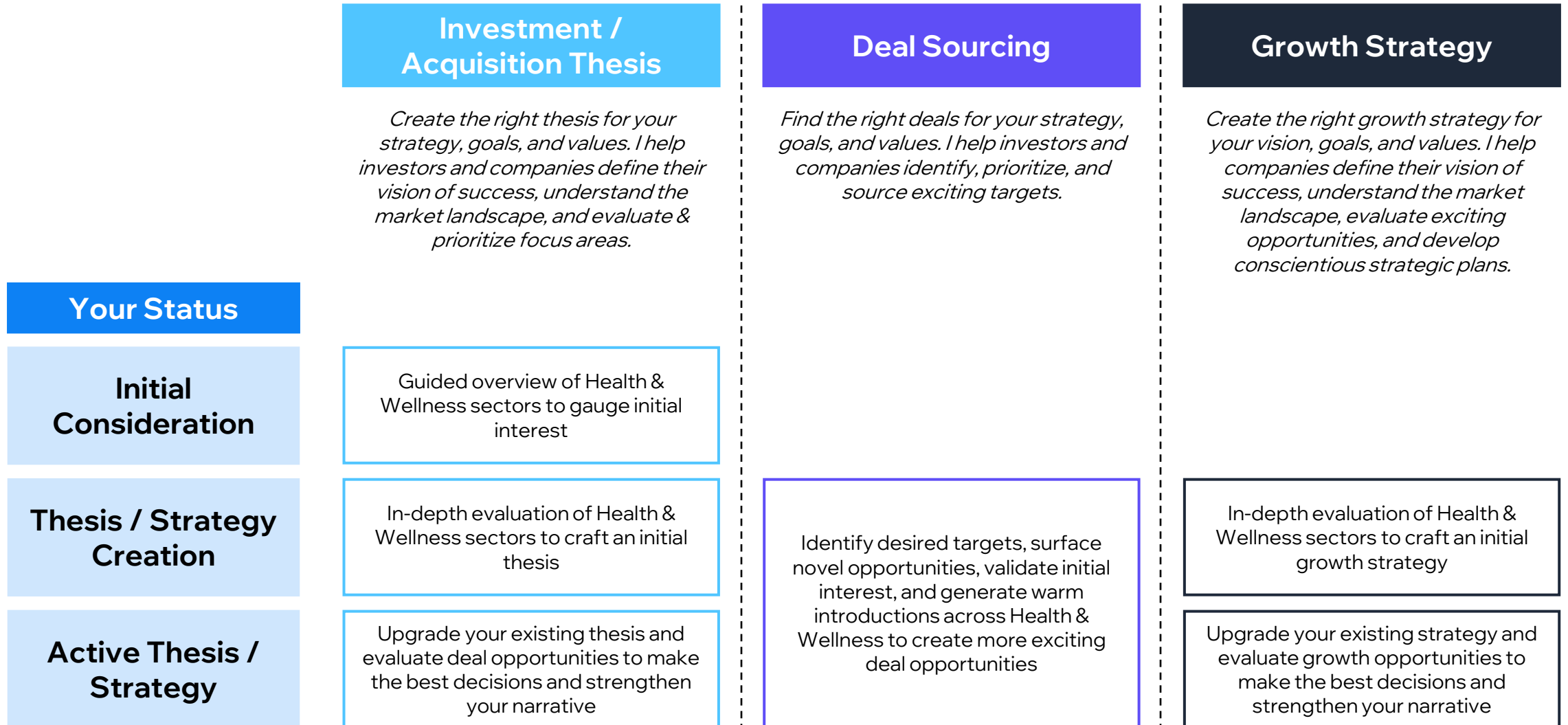
**Mental Health**

**Whole Person Health**

## Out of Focus

- Traditional Healthcare
- Beauty
- Life Sciences
- Real Estate
- Professional Sports
- Sexual Health
- Substance Use Disorders
- Financial Wellness
- Life Coaching
- Animal Health

# How We Can Work Together



# Why Partner With Me

## My Differentiation

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- Unique Blend of Top-Tier Expertise
- Expansive Health & Wellness Network
- Proprietary Health & Wellness Data
- Authenticity, Candor, and Empathy
- Epistemic Humility
- Rigorous Data Sufficiency
- Personal Use and Passion



## Your Improved Outcomes

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- Clear Vision of Success Based on Your Goals and Values
- Focused on the Right Deals & Opportunities for You
- Quality and Speed of Execution
- Proprietary Deal Opportunities Screened for Willingness and Ability to Transact
- Growth Opportunities Screened for Attractiveness and Ability to Win

# About Me

## Teddy Daiell

Founder and Managing Partner

 Connect

 [teddy@healthygrowth.co](mailto:teddy@healthygrowth.co)

Leveraging a unique combination of 13 years of expertise from top-tier private equity, strategy consulting, and Health & Wellness, Teddy is a strategic partner to investors and companies pursuing investment, acquisition, and growth opportunities across Health & Wellness, including nutrition, exercise, mental health, sleep, and more.



# Case Study: Middle Market Private Equity Portfolio Company M&A

## Situation

A middle market private equity-backed leader in health education wanted to formulate and execute on an M&A strategy to supplement organic growth. After creating an M&A strategy, I then identified 300+ potential targets across 30+ adjacent sectors for screening. Following screening and approval, I successfully sourced 30 initial conversations between potential targets and the portfolio company's CEO, leading to 9 data rooms for management meetings and 2 accepted LOIs.

## Project Samples

### Acquisition Strategy: Goals, Priorities, & Guardrails

Key Acquisition Goals	Key Acquisition Priorities	Key Acquisition Guardrails
<ul style="list-style-type: none"> <li>Accelerate Revenue &amp; EBITDA Growth</li> <li>Priority via access to new customers and audiences</li> <li>Secondary via core selling products into existing customer base (off receipt)</li> <li>Territory via faster speed to market</li> <li>Build Brand</li> <li>Manage Investment (Secondary)</li> <li>Other: Other important metrics for value creation include TAM, customer retention, and repeat purchase.</li> </ul>	<p><b>Guiding Principle: Need to be able to convert to value within 2 years</b></p> <p><b>Core Business</b></p> <ul style="list-style-type: none"> <li>1-3) 2020 Revenue</li> <li>4-6) 2020 EBITDA (Proforma) (excl. from day 1-7/20)</li> <li>7) Growing (currently or prior to COVID)</li> <li>8) Key decision makers in Reduced time zones</li> <li>9) Reciprocal or founder-owned (potential exception for financial advisors needs to exist)</li> </ul> <p><b>Existing Adjacencies</b></p> <ul style="list-style-type: none"> <li>10) Fits within our vision of health &amp; wellbeing</li> <li>11) Leverages our behavior change core as feasible</li> </ul> <p><b>New Adjacencies</b></p> <ul style="list-style-type: none"> <li>12) Fits within our vision of health &amp; wellbeing</li> <li>13) Leverages our behavior change core as feasible</li> <li>14) Engenders vertical diversification as feasible</li> </ul> <p><b>Evolutionary Business Models</b> (As low as possible to value creation strategy)</p>	<ul style="list-style-type: none"> <li>1) 2020 Revenue</li> <li>2) 2020 EBITDA (Proforma) (excl. from day 1-7/20)</li> <li>3) Growing (currently or prior to COVID)</li> <li>4) Key decision makers in Reduced time zones</li> <li>5) Reciprocal or founder-owned (potential exception for financial advisors needs to exist)</li> <li>6) Fits within our vision of health &amp; wellbeing</li> <li>7) Leverages our behavior change core as feasible</li> <li>8) Engenders vertical diversification as feasible</li> </ul>

### Acquisition Strategy: Prioritization Criteria

Market Attractiveness	P&L / Financial Implications	Strategic Implications
<ul style="list-style-type: none"> <li>Full potential revenue / EBITDA</li> <li>Current market size</li> <li>Market growth rate</li> <li>Competition intensity</li> <li>Uniqueness of offering</li> <li>Threat of new entrants / substitutes</li> <li>Breadth of potential acquisition targets</li> </ul>	<ul style="list-style-type: none"> <li>Customer / user volume</li> <li>Pricing improvement</li> <li>Operational synergies (cross-acquisition / customer)</li> <li>Costs / Contribution margin improvement</li> <li>CapEx / OpEx</li> <li>Cash flow improvement (RWC, CapEx, Taxes)</li> </ul>	<ul style="list-style-type: none"> <li>Revenue synergies</li> <li>Business model expansion (current or next)</li> <li>Substantial competitive advantage</li> <li>Strategic strength for selling on a special dividend</li> <li>Operational / synergies (cross-acquisition / customer)</li> <li>Operational / synergies (cross-acquisition / customer)</li> </ul>
Product Implications	Team	Deal Math
<ul style="list-style-type: none"> <li>Customer / user engagement, outcomes, retention</li> <li>Degree / cost / time of technology integration</li> <li>Regulatory compliance</li> <li>Operational feasibility</li> <li>Operational / synergies (cross-acquisition / customer)</li> </ul>	<ul style="list-style-type: none"> <li>Track record (e.g., types of companies)</li> <li>Fit / specific roles</li> <li>Operational changes to culture</li> <li>Geographic distribution</li> </ul>	<ul style="list-style-type: none"> <li>Valuation multiples</li> <li>Purchase price</li> <li>Deal integration costs</li> <li>Operating performance costs</li> <li>Deal structure (e.g., ROL, RRI)</li> <li>Company / CEO / CEO's degree of "stack load"</li> <li>Exit options</li> </ul>

Legend: ■ Updated Recommendations for Screening ■ Initial Recommendations for Screening

## Outcomes

- 30+ adjacent sectors identified
- 300+ potential targets screened
- 30+ actionable targets met with CEO
- 9 data rooms created
- 2 accepted LOIs

### Adjacency Screening: Target Examples

New Certification Verticals	Revenue/Marketing/ Sales	Consumer/ AI/ Influencers	ESG/ Health/ Well-Being	ESG/ Content/ L&A
<p>Potential Target: Acquisition KPIs</p> <p>Acquisition KPIs: Revenue, EBITDA, Growth, etc.</p>	<p>Potential Target: Acquisition KPIs</p> <p>Acquisition KPIs: Revenue, EBITDA, Growth, etc.</p>	<p>Potential Target: Acquisition KPIs</p> <p>Acquisition KPIs: Revenue, EBITDA, Growth, etc.</p>	<p>Potential Target: Acquisition KPIs</p> <p>Acquisition KPIs: Revenue, EBITDA, Growth, etc.</p>	<p>Potential Target: Acquisition KPIs</p> <p>Acquisition KPIs: Revenue, EBITDA, Growth, etc.</p>

Events screened to date are part of larger entities, e.g. ASCA, NSCA, IDEA, Lifestyle Medicine University Foundation, etc.

### Target Selection: Additional Screening Outcomes

Additional Screening Principles Yielded Another 23 No's

Company Name	Screening Principle	Result
Company A	Principle 1	No
Company B	Principle 2	No
Company C	Principle 3	No
Company D	Principle 4	No
Company E	Principle 5	No
Company F	Principle 6	No
Company G	Principle 7	No
Company H	Principle 8	No
Company I	Principle 9	No
Company J	Principle 10	No
Company K	Principle 11	No
Company L	Principle 12	No
Company M	Principle 13	No
Company N	Principle 14	No
Company O	Principle 15	No
Company P	Principle 16	No
Company Q	Principle 17	No
Company R	Principle 18	No
Company S	Principle 19	No
Company T	Principle 20	No
Company U	Principle 21	No
Company V	Principle 22	No
Company W	Principle 23	No

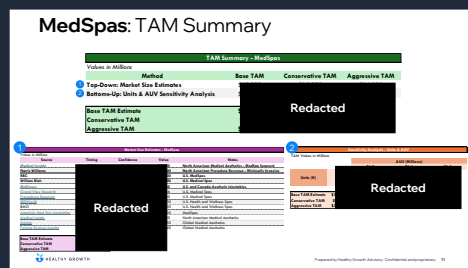
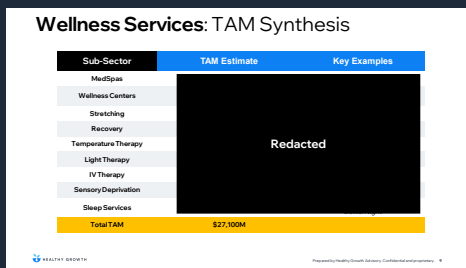
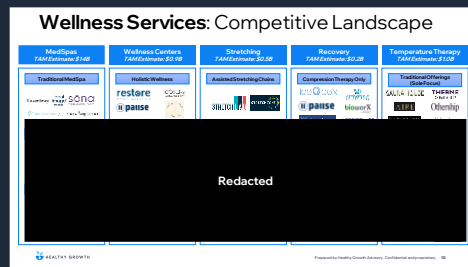
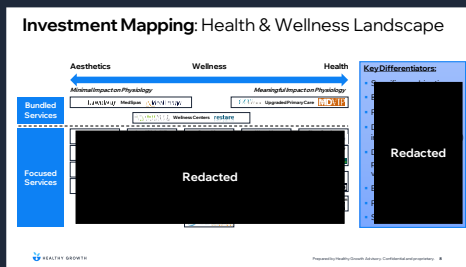
After additional screening, ~100 targets left for potential follow-up (on top of the 10 Yes's)

# Case Study: Middle Market Private Equity Thesis Creation & Entry Strategy

## Situation

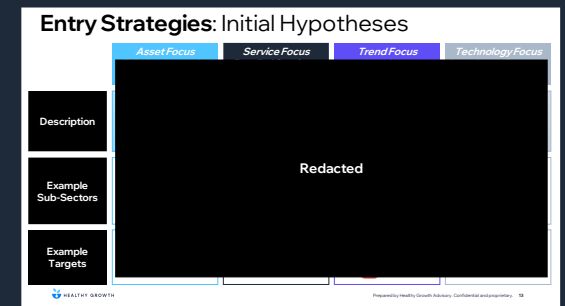
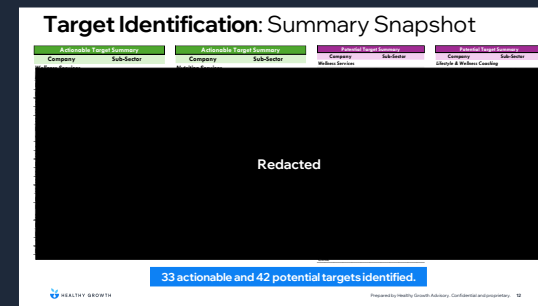
A middle market private equity firm was exploring entry into Wellness and Longevity. As a first step, the team wanted to conduct a market mapping exercise to provide foundational insights for their entry strategy. I evaluated the TAM, Competitive Landscape, Key Deals, and Key Trends for 4 sectors and 20+ sub-sectors. As a result of our initial phase of work, I identified 30+ actionable targets, 40+ potential targets, and 4 initial hypotheses for entry strategies into Wellness and Longevity.

## Project Samples



## Outcomes

- 20+ sectors and 400+ companies screened
- 30+ actionable targets identified
- 4 hypothesis entry strategies for IC approval

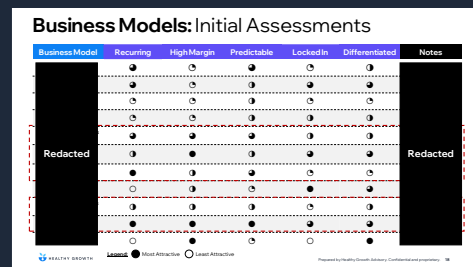
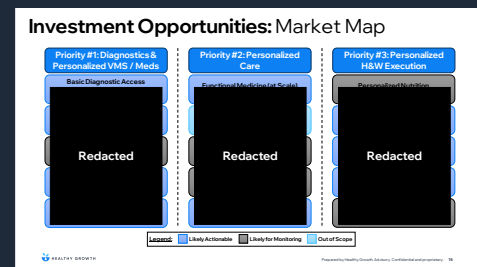


# Case Study: Middle Market Private Equity Investment Pipeline Improvement

## Situation

A middle market private equity firm had an existing investment thesis in Personalized Medicine. To enhance and expand their related investment pipeline, the team wanted to: (1) Confirm all use cases, verticals, and related products & services; (2) Identify the most attractive actionable assets of scale based on the firm's investment criteria; and (3) Evaluate the related business models and revenue quality of each actionable asset. As a result of our initial phase of work, I screened 14 sectors and identified 15 actionable targets for their investment thesis.

## Project Samples



### Initial Identified Assets: Basic Diagnostic Access

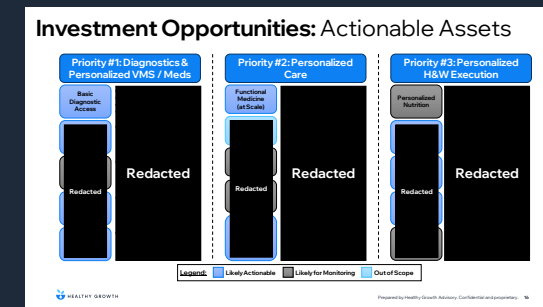
Company / Brand	TEV	Scale / Traction	Business Model	Initial Status
Eventy Health	\$1.1B (Revenue) / \$1.5B (TEV)	• 20M+ users • 20M+ tests	• Diagnostic (I-STAT) • Other: Statewide	Monitor
Let's Get Checked	\$1.2B (Revenue) / \$1.5B (TEV)	• 20M+ users • 20M+ tests	• Diagnostic (I-STAT) • Other: Statewide	Monitor
Zband	\$1.2B (Revenue) / \$1.5B (TEV)	• 20M+ users • 20M+ tests	• Diagnostic (I-STAT) • Other: Statewide	Monitor
Cue Health	\$1.2B (Revenue) / \$1.5B (TEV)	• 20M+ users • 20M+ tests	• Diagnostic (I-STAT) • Other: Statewide	Monitor

### Asset Snapshot: SCA Pharma

Description	Background	TEV	Scale / Traction	Business Model	Customers
SCA Pharma is a leading FDM SOB outsourcing facility offering the highest quality sterile solutions and low-lead times for hospitals and health systems nationwide.	Location: Little Rock, AR Ownership: Private Key Investors: Victoria Group, Encelera Partners	\$1.2B (Revenue) / \$1.5B (TEV)	• 20M+ (Annual) vials • 1.8M shipments per month • 100+ hospitals (as of 2021) • Likely profitable	• Prescription Drugs • R2B (hospitals and health systems)	Redacted (Relative Attractiveness)
Revenue Quality	Key Next Steps	<ul style="list-style-type: none"> <li>• <b>Recurring/High</b> - Likely recurring orders from hospitals and health systems for steady demand</li> <li>• <b>High-Margin/Moderate</b> - Likely need decent margins to offset fixed cost of building manufacturing capacity</li> <li>• <b>Predictable/High</b> - Likely driven by patient and procedure volumes, which are likely minimally discretionary</li> <li>• <b>Locked-In/Moderate</b> - Inertia with 8/28 / sourcing likely drives switching friction</li> <li>• <b>Differentiated/Low</b> - Likely highly commoditized products, but might be able to differentiate on execution</li> </ul>			

## Outcomes

- 14 sectors and 100+ companies screened
- 15 actionable targets identified with specific next steps for sourcing



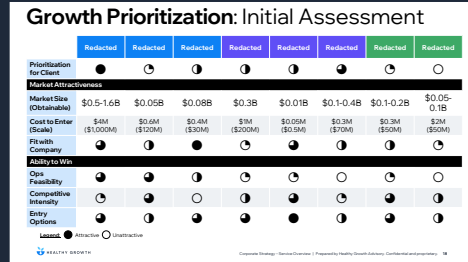
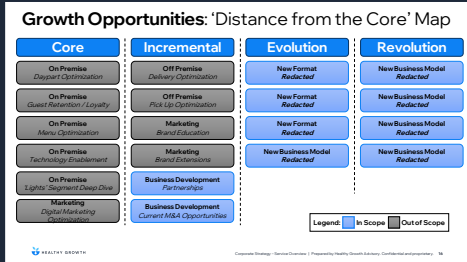


# Case Study: PE-Backed Company Growth Strategy

## Situation

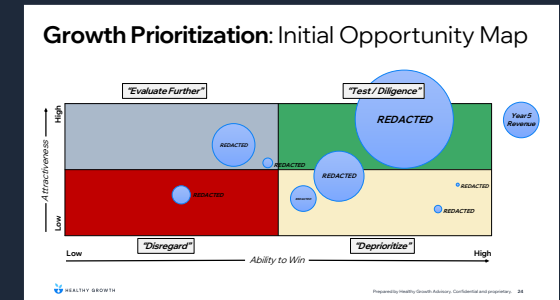
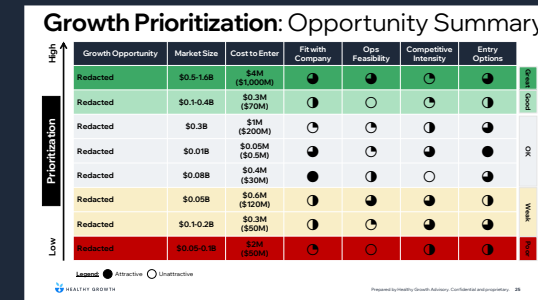
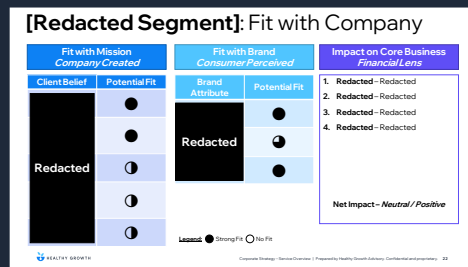
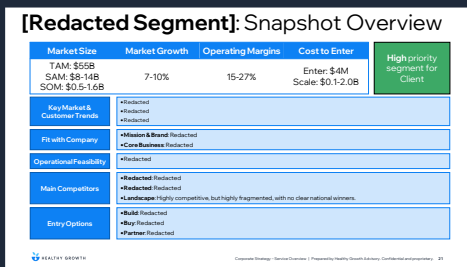
The CEO at a PE-backed middle market leader in healthy eating wanted to update her growth and distribution strategy to best match the evolving needs of her customers and the broader market. She wanted to answer the question *"How do we grow in the right way?"*, share our initial answers with the board, and then invest in the most exciting opportunities. We evaluated 8 'evolutionary' and 'revolutionary' growth opportunities, representing ~\$2B of incremental revenue, to better understand their attractiveness, as well the ability to enter and win. This evaluation resulted in a clear prioritization of and experimentation with 4 specific growth opportunities.

## Project Samples



## Outcomes

- 8 growth opportunities identified and evaluated
- 4 growth opportunities selected for investment





# Case Study: VC-Backed Company Customer Segmentation

## Situation

The leadership team at a VC-backed emerging leader in sports nutrition wanted to update its customer segmentation archetypes. They wanted to validate initial archetype hypotheses from their branding agency with objective data. We created an online customer segmentation survey (N=3.3K) and utilized advanced clustering analysis to identify 4 customer segments that mapped roughly to the 4 archetype hypotheses in their attitudes and behaviors. The survey revealed that each customer segment had specific demographic skews and meaningful differentiation in a variety of behaviors and attitudes, enabling differentiated marketing efforts to reach targeted customer segments.

## Project Samples

## Outcomes

- 4 customer segments validated
- 1 customer segment prioritized for marketing spend

